

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2016/2017

**BLD3104- LEADERSHIP**  
(B01)

24 FEBRUARY 2017  
9.00 a.m – 11.00 a.m  
(2 Hours)

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### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SIX (6)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

**SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)**

There are **THIRTY (30)** questions in this section. Answer **ALL** questions.

1. It is important for leaders to exercise mindfulness so that they \_\_\_\_\_.
  - A. can reassess the way they have been doing their job
  - B. can make their followers obey their instructions
  - C. will not be easily defeated by competitors
  - D. will be more sensitive to followers' needs
2. Intellectual stimulations involves \_\_\_\_\_.
  - A. questioning assumptions and interpreting data and events
  - B. having a personal vision of where the organization is heading
  - C. seeing patterns in the organizational whole instead of just the parts
  - D. encouraging the ability of followers to identify and solve problems creatively
3. In the study of emotional intelligence, being adaptable and taking initiatives are two conditions of \_\_\_\_\_.
  - A. self-awareness
  - B. social awareness
  - C. self-management
  - D. relationship management
4. Why is followership important in the discussion of leadership?
  - A. Leaders must know how to delegate work to followers.
  - B. Without followers, there are no leaders
  - C. Leaders must know how to manage followers
  - D. All of the above
5. An uncritical thinker does all **EXCEPT** \_\_\_\_\_.
  - A. considers only what he or she is told
  - B. approaches problems with thoughtful questions
  - C. accepts the leader's ideas without assessing them
  - D. avoids contributing to the cultivation of the organization
6. An effective follower is \_\_\_\_\_.
  - A. is active in the organization
  - B. does not try to avoid risk or conflict
  - C. does not utilize critical thinking skills
  - D. is a passive, yet independent, critical thinker
7. Which of the following is **NOT** a factor that lead to increased acceptance of workforce diversity?
  - A. Technology growth
  - B. Globalized market
  - C. Legal requirements
  - D. Increase in immigration

**Continued....**

8. Leaders can create organizational systems that support ethical behavior by \_\_\_\_\_.  
A. showing tolerance for ethics violations  
B. establishing general ethics policies  
C. establishing vague ethics policies  
D. creating open-door policies
9. Which of the following statements is true of leading with head and heart?  
A. It plays an important role in creating avoidance behavior in an organization  
B. It is not used in the decision making process in times of uncertainty and change  
C. It is used to give people a sense of meaning and purpose when major changes occur almost daily  
D. It sticks to a domestic mental model that sees everything from one's own limited personal perspective
10. Leaders want followers to \_\_\_\_\_.  
A. know how changes in technology might affect the business operation  
B. know what is happening in the organization's industry  
C. understand their customers' needs  
D. do all of the above
11. Femininity means that members of a society \_\_\_\_\_.  
A. feel uncomfortable with uncertainty and ambiguity  
B. prefer achievement, assertiveness and material success  
C. value relationships, cooperation, and group decision making  
D. accept inequality in power in institutions, organizations, and individuals
12. Which of the following is the reason why organizations need transformational leadership?  
A. The organization needs to rally people with differing interests to achieve a vision  
B. Organizational success is critically contingent on continuous change  
C. The organization wants to boost employee motivation  
D. Maintaining stability is the main organizational goal
13. Diversity helps organizations \_\_\_\_\_.  
A. build better relationships with diverse customers  
B. understand the needs of diverse people  
C. have a greater competitive advantage  
D. achieve all of the above
14. Open-mindedness means \_\_\_\_\_.  
A. holding on to conditioned ideas  
B. rejecting new ideas based on knowledge  
C. showing an inability to consider alternatives  
D. putting aside preconceptions and suspending beliefs and opinions

Continued....

15. Which of the following is a way in which the importance of courage is obscured by leaders in large organizations?
- A. By doing whatever brings promotions and pay raises
  - B. By asking for what they want and think is right
  - C. By pushing beyond the comfort zone
  - D. By not conforming
16. Scott Thompson resigned as the CEO of Yahoo after only four months on the job because reports revealed he had inaccurately claimed on his resume that he had a degree in computer science. This is an example of \_\_\_\_\_.
- A. arrogance
  - B. stewardship
  - C. unethical behavior
  - D. transformational leadership
17. Effective followers who are \_\_\_\_\_ and \_\_\_\_\_ are important for an organization to be successful.
- A. mindful, willing to act
  - B. critical, independent
  - C. mindful, passive
  - D. critical, passive
18. \_\_\_\_\_ leadership typically instills both awe and submission in followers, whereas \_\_\_\_\_ leadership seeks to increase follower engagement and empowerment.
- A. Interactive, servant
  - B. Transactional, heroic
  - C. Transformational, transactional
  - D. Charismatic, transformational
19. Organizations establish workforce diversity programs in order to \_\_\_\_\_.
- A. hamper the career advancement of diverse employees
  - B. promote the hiring of diverse employees
  - C. ensure that differences are not accepted
  - D. reinforce the glass ceiling trends
20. Leaders must develop the following personal characteristics in a multicultural organization.
- A. An openness to change themselves
  - B. Mentoring and empowerment of diverse employees
  - C. A personal, long-range vision that supports diversity
  - D. All of these choices
21. Which of the following statements is true of courage?
- A. It means the absence of fear
  - B. It helps one to initiate change
  - C. It prevents people from doing what they want
  - D. It allows greed and self-interest to overcome concern for the common good

Continued....

22. Which of the following is **NOT** a reason for a leader to be politically skillful?
- A. To resolve differences among conflicting groups
  - B. To be elected as the president of the country
  - C. To acquire desirable resources
  - D. None of the above
23. When a leader and company act out prejudicial attitudes toward people who are the targets of their prejudice, \_\_\_\_\_ has occurred.
- A. ethnocentrism
  - B. discrimination
  - C. inclusion
  - D. uncertainty avoidance
24. The benefits followers receive from leadership coaching include \_\_\_\_\_.
- A. utilizing uncritical thinking skills
  - B. gaining a new perspective
  - C. doing only what is told
  - D. avoiding conflict
25. In the Eight-Stage Model of Planned Organizational Change, what does it mean by 'empowering employees to act on the vision'?
- A. Change agents model the new behaviors
  - B. Leaders remove obstacles to change such as systems, structures, or procedures
  - C. Leaders plan for visible performance improvements, enable them to happen, and celebrate those involved.
  - D. Leaders use courage and perseverance to give people the energy and power to take on more difficult issues
26. In Stage 5 of personal diversity awareness, \_\_\_\_\_.
- A. diversity is inherent in the culture, and the organization is gender- and color-blind
  - B. legal requirements are met, but diversity is viewed as a problem
  - C. top-level leaders are committed to diversity
  - D. diversity is viewed as a competitive weapon
27. Leaders rely on the rule of reciprocity as they \_\_\_\_\_.
- A. want to portray a good image of themselves
  - B. want to persuade others to accept their ideas
  - C. extend formal authority with expertise and credibility
  - D. know that people feel a sense of obligation to give something back in return for a favor
28. A leader with a \_\_\_\_\_ frame seeks to harness followers' dreams and emotions.
- A. human resource
  - B. structural
  - C. symbolic
  - D. political

Continued....

29. University professors and scientists are always asked for advice by government agencies. This is an example of individuals who possess \_\_\_\_\_ power.
- A. expert
  - B. reward
  - C. referent
  - D. coercive
30. A leader can become a better leader when followers \_\_\_\_\_.
- A. compliment the leader for behavior that followers appreciate
  - B. take all the credit for the accomplishments of a team
  - C. idealize and admire the leader
  - D. are submissive and passive

### **SECTION B: STRUCTURED QUESTIONS (60 Marks)**

There are **THREE (3)** structured questions. Answer **ALL** questions. Each question carries **20** marks.

#### **QUESTION ONE**

- a) Based on Geert Hofstede's research value system, differentiate the four dimensions below. Use examples to describe your answer.
- i. Individualism and collectivism
  - ii. Masculinity and femininity
- [12 Marks]
- b) Describe the challenges currently faced by minorities and women at the workplace.
- [8 Marks]

#### **QUESTION TWO**

- a) Compare the differences between a charismatic and a non-charismatic leader.
- [14 Marks]
- b) Describe **three** possible follower responses to the use of power.
- [6 Marks]

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**QUESTION THREE**

Crescent Corp., a company manufacturing electronic appliances, sends teams of six people to live together for eight weeks and use the company's products for household chores such as cooking, washing, laundry, and cleaning. This enables the team members to test their products in realistic settings and generate ideas on how to improve them.

- a) Based on the scenario above, discuss the most appropriate method to generate creative and innovative ideas from the teams.  
[4 Marks]
- b) Using the method that you suggest in item (a) above, what are the key considerations for team members to observe in ensuring effective generation of ideas?  
[8 Marks]
- c) What are the ways that leaders can adopt in building a culture of innovation and creativity?  
[8 Marks]

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